

Performance Pays:
Hamilton County, Ohio
Department of Job and Family Services
Pay for Performance Program
Wage and Salary Study



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Submitted by:



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Introduction

Background

The Hamilton County, Ohio, Job and Family Services (JFS) agency and the union representing its human services workers negotiated a performance-based pay system in 1997 which became fully operational in 1998. The first merit and bonus payments were made based on the evaluations done in early 1999.

Hamilton's "Pay for Performance" (PFP) plan has two components: merit pay and bonus payments. Merit pay is based primarily on employees' performance in meeting major work objectives. Merit pay increases are designed to become part of the base rate, replacing to some extent the step increases and cost-of-living increases in more traditional pay systems. Some employees at or near the top of their pay ranges may receive their merit pay in the form of a lump-sum payment. JFS periodically adjusts its pay range minimums and maximums to reflect cost-of-living and labor market increases, thereby permitting merit pay increases to the base rate for high performing, long tenured employees who otherwise may have been required to take all or part of their merit pay as a lump-sum payment. Bonus payments, designed to reward employees for "going above and beyond" the requirements of the job, can be earned semi-annually but do not become part of the base rate.

In December 2003 the Annie E. Casey Foundation identified the Hamilton PFP system as a human resources "best practice" and awarded a grant to JFS to better document its impact and to further enhance its effectiveness.

In the spring of 2004, CPS Human Resource Services conducted a wage and salary survey to study the impact of the Hamilton County Job and Family Services' unique PFP system on its overall compensation structure. The study had two purposes:

1. The primary issue is whether the PFP system is a more costly compensation plan than more traditional ones.
2. The secondary question is whether the JFS compensation rates are competitive in the relevant labor market.

Project Scope

Twenty-one governmental agencies were invited to participate in the survey, and sixteen responded. The agencies are either geographically near Hamilton County or are other metropolitan counties in Ohio. All of the agencies are either state- or county-level human service organizations that provide services in at least one of the following areas: child welfare, public assistance, and child support enforcement.

The survey had two parts. The first part solicited current wage and salary information (rates in effect on February 15, 2004) for classifications comparable to nine of JFS's largest non-supervisory classifications. CPS asked for minimum and maximum rates for these classifications (or classification series, where a series is used), and the average hourly rate for employees in these classes or class series. The second part of the survey collected historic information dating back to July 1996 for four of the nine classifications. We collected the historical data to better evaluate the impact of the Pay for Performance system on total compensation costs since its implementation in 1997. Minimum and maximum rates for the four classifications, as well as average pay rates, were sought for alternating years dating back to 1996. Although most respondents were able to provide the historical minimums and maximums, few were able to provide the average pay rates for past years.

Major Findings

1. Hamilton County Job and Family Services average pay rates for the surveyed classifications appear to be competitive, although slightly below the market average. JFS's rates are about 95% of the average rate and 97% of the median rate paid by the survey respondents.
2. The minimum and maximum rates of the JFS pay ranges appear to be competitive, but are slightly lower than the survey averages. Overall, for all nine classifications surveyed, both the minimum and maximum rates are about 94% of the average of the survey rates.
3. Although cost of living and labor market adjustments caused changes to entry-level pay rates, the Pay for Performance system itself had no impact on entry-level pay rates since its implementation in 1997. The increase in JFS minimum rates is slightly less than the average increase reported by responding agencies in three of the four classifications and is about the same for the fourth class – Children's Services Worker.
4. The Pay for Performance system has had no impact on the maximum rates of the pay ranges for the surveyed classifications. Increases to the maximum rate of the pay ranges occurred as a result of cost of living increases and labor market adjustments. The increase in the maximum rates for three of the four classifications has been about the same as the increase in other jurisdictions. The much larger increase in the maximum rates paid in the Children's Services Worker series is attributable to the introduction of the tier system¹ and better alignment with labor market rates (as explained on page 10).
5. The Real Percentage Increase (RPI – a term we created to identify the percentage increase from the 1996 entry rate to the current pay range maximum) represents the maximum potential hourly increase an employee could realize over time. An analysis of the RPI shows that the earning potential of the employee under the Pay for Performance system is very comparable to that in the more traditional compensation systems of the survey respondents.
6. A caution sometimes expressed about performance-based pay systems is that they tend to quickly escalate employees to the top of the pay range. Assuming that employee turnover at JFS is comparable to turnover in the other surveyed agencies, JFS employees do not appear to reach the maximum rate any more quickly than in the reporting agencies. Overall, JFS employees in the survey classes earn an average rate of 91.8% of the maximum as compared to the 90.3% in other agencies

¹ JFS introduced a "Tier System" in 1999 to address turnover issues and provide a career ladder for eligible Children's Services Workers. Three classification levels (levels 10, 11, and 12) were added to the Children's Services Worker 9 to create a classification series, where employees could become eligible for progression from one level to another based on certain educational and licensure requirements. The addition of the new classification levels resulted in the maximum rate for the classification series increasing by 25%.

Data Analysis

Current Average Pay Rates

Attachment 1 (page 16) provides the detailed summary of the survey responses for each of the classifications for which data was obtained. When comparing the average hourly rate of compensation (including the hourly equivalent of the average semi-annual bonus payments) of JFS employees with the average rates paid by the other agencies, JFS's rates are competitive, yet slightly below those reported by the survey respondents.

Table 1 below shows the average hourly rate received by JFS employees in each of the survey classes compared to the average (mean) of the average rates reported by the respondents for the comparable classifications.

Table 1: Comparison of JFS Average Hourly Rates with the Average of the Average Hourly Rates of Respondents

Classification	Hamilton Average	Average of Respondent Averages	Hamilton Average as a Percent of all Respondent Averages
Children's Services Worker 9-12 (series)	\$17.58	\$18.09	97.2%
Children's Services Worker (9 level)	\$16.93	\$18.09	93.6%
Social Services Worker	\$15.07	\$15.88	94.9%
Eligibility Technician	\$14.08	\$15.24	92.4%
Child Support Technician	\$13.97	\$14.41	96.9%
Adult Protective Services Worker	\$17.42	\$17.13	101.7%
Program Technician	\$13.76	\$15.49	88.8%
Family Services Aide	\$12.46	\$13.55	91.9%
Word Processing Specialist	\$12.93	\$13.08	98.8%
Office Support Specialist	\$11.78	\$12.62	93.3%
AVERAGE*	\$14.34	\$15.05	95.1%
*AVERAGE does NOT include the Children's Services Worker - 9 level; this is included in the Children's Services Worker series. Data from Attachment 1 tables			

When looking at the nine classifications collectively, JFS's salaries are about 95% of the average rates paid by other jurisdictions. The only classification where JFS pays more than the average rate is for the Adult Protective Services Worker, and even then, the pay is only 2% above the average. Of JFS's four largest client-services classifications, the range is from 92% for the Eligibility Technician to 97% for the Children's Services Worker (CSW) series. Although we discuss this in more detail below, our overall conclusion is that the introduction of the "Tier System" for Children's Services Workers in 1999 likely had a significant impact on the average pay rate. As shown in Table 1, the average pay rate of the CSW 9 is 94% of the average of the average rates paid by others. It could be assumed that if the tier system not been introduced, the average rate of all CSWs would be the same as the average rate for the CSW 9s in the JFS.

Table 2 is similar to Table 1, but shows a comparison of the average JFS rates to the median of the average rates reported for comparable classifications. For most of the classifications the average (mean) rate in Table 1 is very comparable to the median rate in Table 2. For two of the classifications (Child Support Technician and Program Technician), there is a difference between the average (from Table 1) and the median (from Table 2) of more than 5 percentage points. The details (see Attachment 1) behind the averages reveal the reasons for these differences. For the Child Support Technician, two of the respondents pay considerably higher rates (\$16.52 and \$15.43 as compared to an average of \$13.52 in the other agencies), suggesting that the median provides a more appropriate standard by which to compare the JFS rates.

Table 2: Comparison of JFS Average Hourly Rates with the Median of the Average Hourly Rates of Respondents

Classification	Hamilton Average	Median of Respondent Average Rates	Hamilton Average as a Percent of Median of Respondent Averages
Child Services Worker (series)	\$17.58	\$17.55	100.2%
Child Services Worker (9 level)	\$16.93	\$17.55	96.5%
Social Services Worker	\$15.07	\$15.68	96.1%
Eligibility Technician	\$14.08	\$15.12	93.1%
Child Support Technician	\$13.97	\$13.70	102%
Adult Protective Services Worker	\$17.42	\$17.59	99%
Program Technician	\$13.76	\$13.85	99.4%
Family Services Aide	\$12.46	\$13.94	89.4%
Word Processing Specialist	\$12.93	\$13.35	96.8%
Office Support Specialist	\$11.78	\$12.20	96.6%
AVERAGE*	\$14.34	\$14.78	96.9%
*AVERAGE does NOT include the Children's Services Worker - 9 level; this is included in the Children's Services Worker series. Data from Attachment 1 tables			

The duties that JFS assigns to the Program Technician appear to be rather unique and somewhat specialized. Only three agencies reported having employees performing these duties, but by employees in classifications having other primary responsibilities (i.e., Account Clerk, Income Maintenance Worker, and Social Services Worker). Two of those three pay rates are very comparable to JFS, but the third reported an average rate almost 40 percent higher. As Attachment 1 shows, the number of employees performing comparable duties in the other agencies is very small (i.e., only nine employees in the three agencies combined). We do not believe that the survey data provide a reliable comparison for the Program Technician position.

Current Minimum and Maximum Pay Rates

Table 3 (below) presents a detailed look at how JFS's current minimum and maximum hourly rates compare to the averages of the minimum and maximum rates reported by the survey respondents. The table includes one column showing the comparison using the JFS maximum rate (as published in the compensation plan) and another column that adds the equivalent of the average annual bonus to the published maximum rate. We did this to reflect the impact of the lump sum bonuses.

Table 3: JFS 2004 Minimum and Maximum Rates as a Percentage of the Average Minimum and Maximum Rates (by Classification)

Classification	JFS Minimum as Percentage of Average of Minimums	JFS Maximum as Percentage of Average of Maximums (without bonus)	JFS Maximum as Percentage of Average of Maximums (with bonus)
Children's Services Worker (series)	97.3%	98.4%	99.9%
Children's Services Worker (9 level only)	97.3%	78.4%	79.8%
Social Services Worker	85.3%	84.8%	86.4%
Eligibility Technician	92.2%	91.5%	93.1%
Child Support Technician	98.1%	96.8%	98.4%
Adult Protective Services Worker	92.7%	99.1%	101%
Program Technician	87.4%	89.6%	91.3%
Family Services Aide	93.8%	88.1%	89.7%
Word Processing Specialist	102%	97.8%	99.6%
Office Support Specialist	96.4%	97.7%	99.5%
AVERAGE*	93.9%	93.8%	95.4%
*AVERAGE does NOT include the Children's Services Worker - 9 level; this is included in the Children's Services Worker series. Data from Attachment 1 tables			

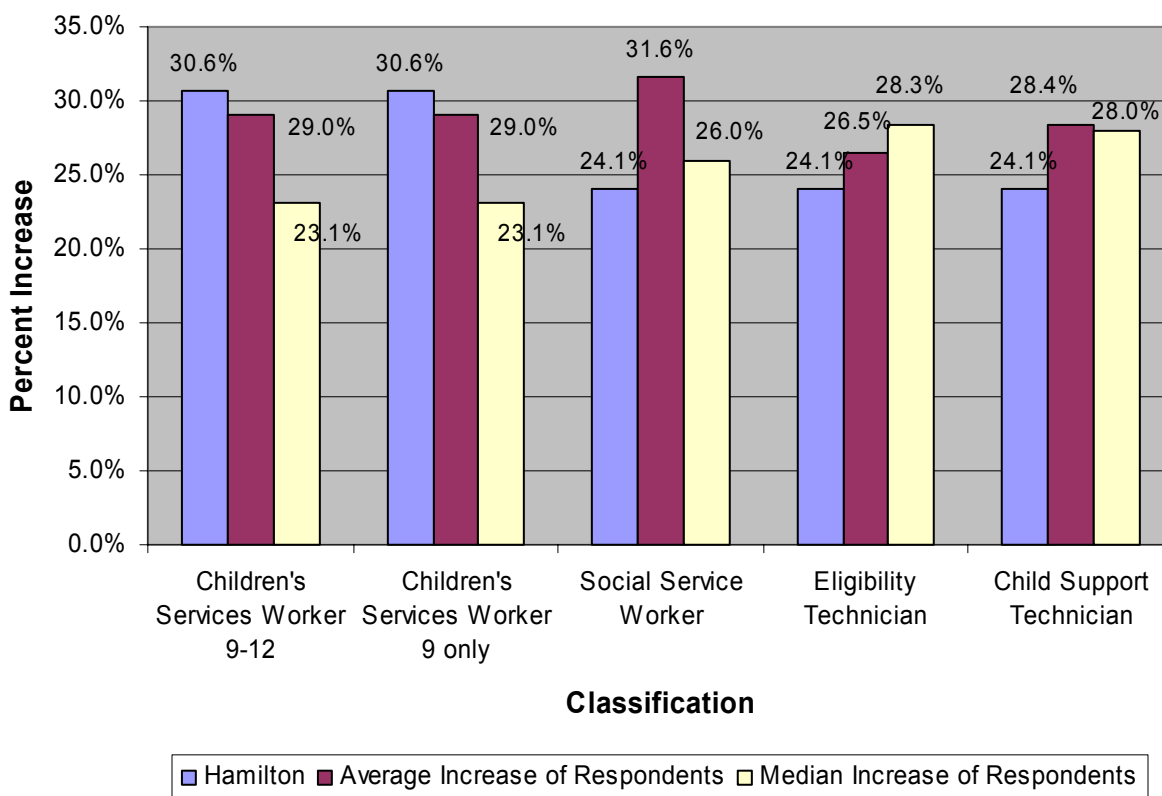
When looking at the nine classifications collectively, the JFS published minimum and maximum rates are approximately 94% of the average of the rates reported by the respondents. With the bonus included the JFS maximum rate increases to over 95% of the average of the maximum rates reported by the other agencies. In other words, even with the value of the performance bonus included, JFS's maximum rate is still below the average maximum rate reported by others. The minimum rate for five of the nine classifications studied is more than 5 percentage points below the average of the other agencies and the maximum rate for four of the classifications is more than 5 percentage points below the average. Three of the classifications (Social Services Worker, Program Technician, and Family Services Aide) have maximum rates more than ten percentage points below the reported average.

Historical Impact of Pay for Performance

Attachment 2 (page 26) contains detailed information about historical pay rates for the four surveyed classifications/class series (Children's Services Worker, Social Services Worker, Eligibility Technician, and Child Support Specialist). These tables summarize the changes in minimum rates and maximum rates (hourly) between July 1, 1996 and February 15, 2004, as well as comparisons to the current average hourly rates reported.

Chart 1 compares the percentage increase in the minimum rates of each of the four classifications for JFS with the average and median increases in the comparable classifications, as reported by the responding agencies. For the Children's Services Worker Classification the increase in JFS is nearly identical with the average increase in the other agencies. However, the comparison with the median is a more accurate comparison because the average is skewed by the extremely high increase (70%) reported by one agency. During this eight-year period, JFS increased its Children's Services Worker entry rate by 7 percentage points more than the median increase of the survey respondents.

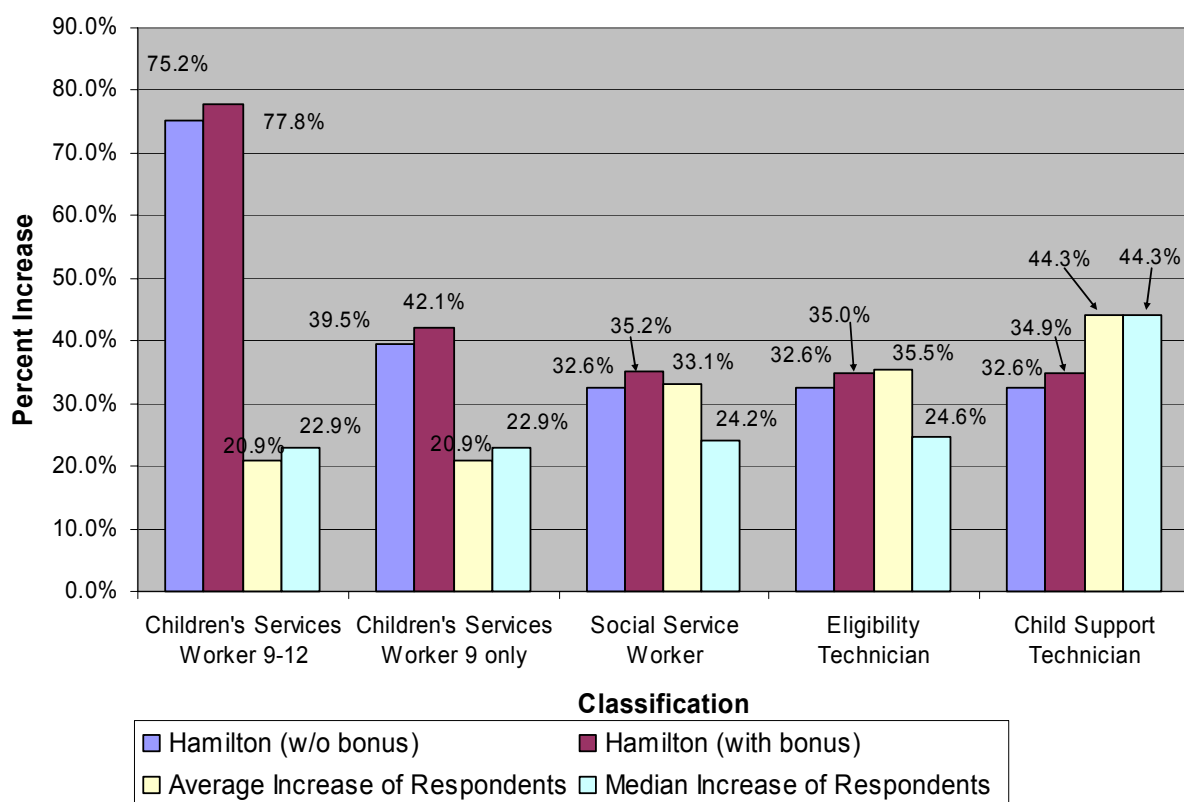
Chart 1: 1996 to 2004 Percentage Increase of Minimum Rate for JFS Classifications



We believe that the median increase in the minimum rate of the responding agencies provides a more accurate comparison with JFS than the average increase, again because the one agency's large increases tend to skew the average. The 24% increase experienced by JFS during this period for the remaining three classifications is slightly lower than the median increases reported by other agencies.

Chart 2 compares the percentage increase in the maximum rates of each of the four classifications for JFS with the average increase, as well as the median increase, in the comparable classifications reported by the responding agencies. For the Children's Services Worker, Chart 2 shows four comparisons with the average and median increases of the respondents (i.e., CSW series without the bonus, CSW series with the bonus, CSW 9 without the bonus, and CSW 9 with the bonus).

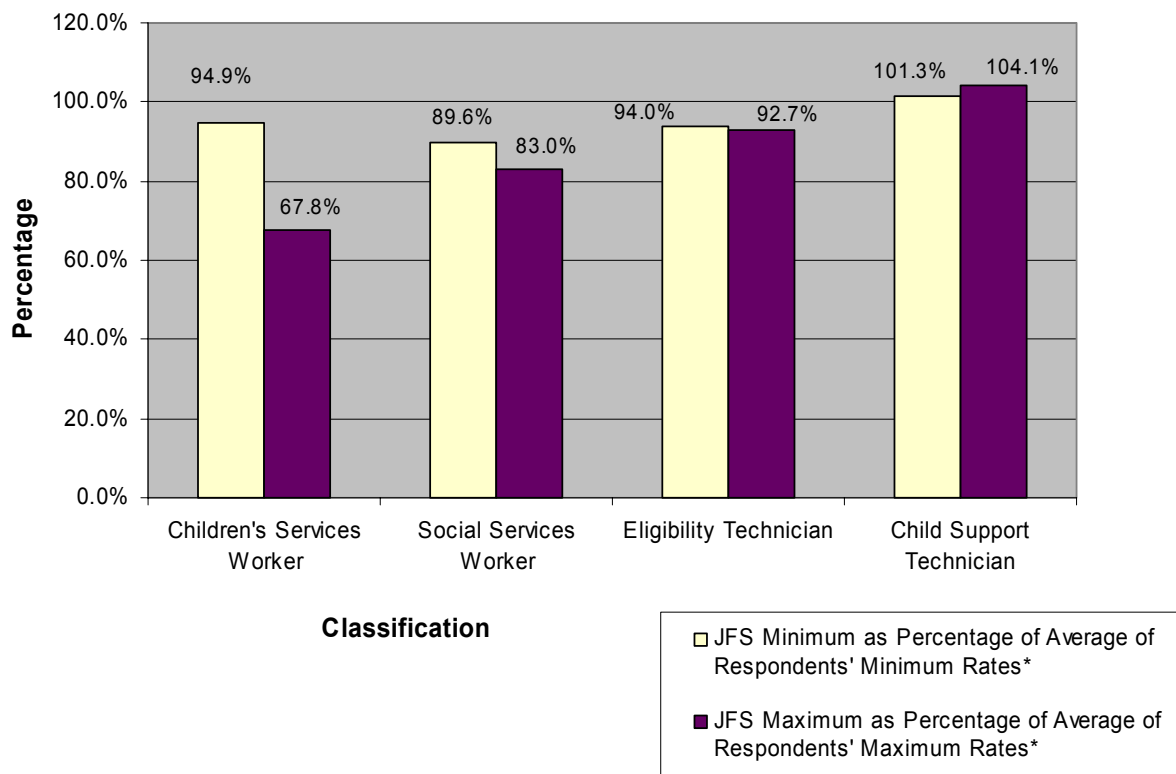
Chart 2: 1996 to 2004 Percentage Increase of Maximum Rate for JFS Classifications



At first blush, it appears that the increase in the maximum rate for the Children's Services Worker increased significantly more than either the average or median increases reported by the other agencies. The average and median increases were 21% and 23% respectively, for the survey respondents while the JFS increase was 78% (including the average bonus payment). Again, the introduction of the Tier System accounts for a large part of the increase (see footnote 1). When looking at the maximum rate for the CSW 9, even without the average hourly equivalent of the bonus included, the rate of increase was nearly double the average.

The explanation for the large percentage increase in maximum pay rates for CSWs is obvious when looking at Chart 3. This chart shows the JFS minimum and maximum rates in 1996 as a percentage of the average minimum and maximum rates of the respondents. While JFS's entry rate for a Children's Services Worker was about 95% of the average entry level rate, the maximum rate was only 68% of the average maximum rate. According to JFS officials, the increase in the maximum rate was a market-rate adjustment, having nothing to do with the introduction of the PFP. Chart 3 shows that the percentage increase in the maximum rate for the other three classifications in JFS is quite comparable to the average and median increases in the other agencies.

Chart 3: JFS 1996 Minimum and Maximum Rates as a Percentage of the Respondents' Average by Classification



* Data from Attachment 2 tables

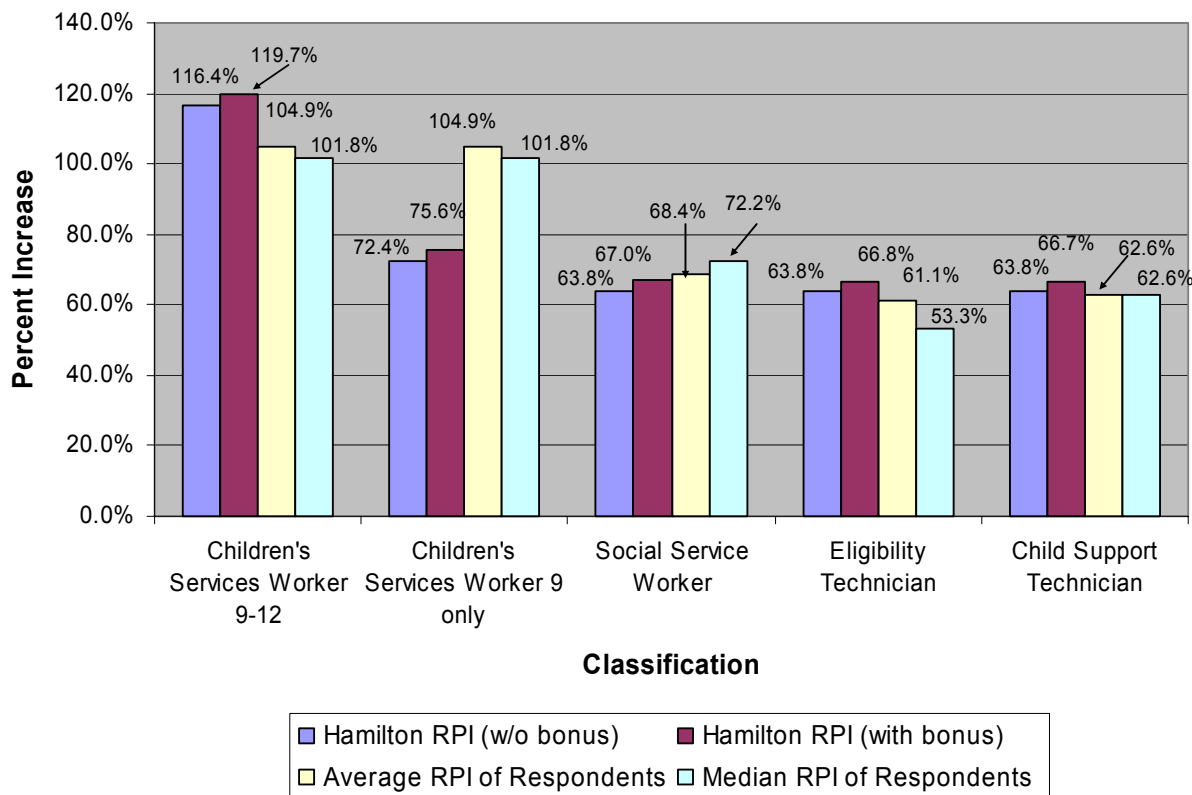
When taken together, Charts 2 and 3 demonstrate that the PFP has had virtually no impact on the maximum rates of the classifications surveyed, but it does appear that JFS has, over time, better aligned its minimum and maximum rates of pay to the labor market, particularly in the Children's Services Worker series.

Impact of Pay for Performance on the Real Percentage Increase

Perhaps the best measure of the impact of the PFP on overall compensation can be seen in Chart 4 below. The data are based on the assumption that an employee hired at the minimum rate in a classification in 1996 would have progressed through the various pay steps and levels in the classification series and would now be earning the maximum amount in his/her specific organization. The term "Real Percentage Increase" (RPI) is defined as the percentage pay increase from the July 1, 1996 minimum rate for the classification to the February 15, 2004

maximum rate. For JFS, the RPI was calculated both with and without the hourly equivalent of the average annual bonus included in the maximum rate. Chart 4 compares the RPI for each of the four JFS classifications (both with and without the average bonus payment) to the average and median RPI for the responding agencies.

Chart 4: Real Percentage Increases (RPI), 1996—2004



For the Children's Services Worker Series, Chart 4 shows that the Hamilton RPI is more than ten percentage points higher than the average and median RPI for the responding agencies, but the increase is as a result of the introduction of the Tier System and the above-mentioned labor market adjustment. For the CSW 9 level alone, the RPI increase for JFS is 72 or 76 percent, which is about 30 percentage points below the average and median RPI. For the other three classifications, the increase in the RPI for JFS is roughly comparable to the average and median increases for the other agencies. Although the RPI increased as a result of market forces, this data clearly suggests that PFP has not resulted in increased costs over time for JFS.

Impact of Pay for Performance on Pay Escalation

One of the concerns sometimes expressed about pay for performance systems is that they tend to quickly escalate employees to the top of the pay range. This is not true with the JFS system. Overall, JFS employees in the survey classes earn 91.12% (on average) of the maximum, compared to 90.6% (on average) in other agencies. Table 4, again based on data in Attachment 1, shows the current classification, average hourly rate as a percentage of the maximum rate as of February 15, 2004.

Table 4: Average Hourly Rates as a Percentage of the Maximum Rate, February 2004

Classification	Hamilton Hourly Average rates as a Percent of the Maximum Rates	Average of Respondent Averages as a percent of Maximum Rates
Children's Services Worker	76%	80%
Social Services Worker	97%	88%
Eligibility Technician	90%	91%
Child Support Worker	90%	88%
Adult Protective Services Worker	95%	93%
Program Technician	95%	95%
Family Services Aide	97%	90%
Word Processing Specialist	95%	93%
Office Support Specialist	91%	95%
AVERAGE*	91.1%	90.6%
*AVERAGE does NOT include the Children's Services Worker - 9 level; this is included in the Children's Services Worker series. Data from Attachment 1 tables		

Of course, there may be a number of variables that impact actual hourly rates as a percentage of the maximum. One variable in traditional pay systems is the number of pay steps within a classification, the number of levels within a series, and the length of time required to move from one step or level to another. The turnover rate is another major variable. High turnover prevents employees from approaching or reaching the maximum, and low turnover results in the average rate approaching the maximum. For purposes of this analysis, we have assumed that the turnover in JFS is comparable to the responding agencies.

For JFS, bonus pay is included in the average hourly pay, but not the classification maximum. Table 4 shows that the average hourly rates range from 88% to 97% of the maximum rates for all classifications except the Children's Services series under both Hamilton's Pay for Performance system and the more traditional system of the other agencies. For Children's Services Workers, JFS employees earn an average of 76% of the maximum, which is very comparable to the 80% average of the other agencies. Based on discussions with Hamilton County officials, we believe the reason Children's Services Workers (both in Hamilton and in the responding agencies) are further from the maximum, relative to the other classifications, is because higher turnover prevents them from reaching higher pay levels.

Summary and Conclusions

One important question about performance-based pay systems is, “Does the pay-for-performance system cost more money than a more traditional system?” In the Hamilton County Job and Family Services performance-based pay system, the answer is that it clearly does not.

The analysis of the wage and salary survey data clearly demonstrates that JFS wage rates are slightly below the market average, but still competitive. The entry-level and maximum pay rates for each of the surveyed classifications, as well as the average rates being paid to employees in those classifications, is approximately at the 95th percentile of the average of the responding agencies.

When examining the impact of the Pay for Performance system over time, the analysis documents that Hamilton’s minimum, maximum, and average pay rates have increased by approximately the same percentages as in the other surveyed jurisdictions. A comparison of the entry rates in 1996 to the maximum rates in 2003 verifies that the earnings potential of employees hired under the pay for performance system, who earned the maximum possible pay increases, are comparable to what they would have been under the traditional system found in other jurisdictions.

Attachment 1 – Survey Responses

Children's Services Worker

Surveyed Agency	Classification Title	Hourly Minimum Rate	Hourly Maximum Rate	Hourly Average Rate	Number of Employees in Class	Average Rate / Maximum Rate	Comments
Hamilton County Job and Family Services	Children's Services Worker (all levels)	\$13.91	\$23.05	\$17.58	254	\$0.76	Average Hourly Rate includes hourly equivalent of average annual bonus (\$725.02/yr or \$.35/hr). 198 employees are in lowest tier and earn an average of \$16.59 hourly plus equivalent of \$.34/hr annual bonus.
C	Social Service Worker 3	\$14.50	\$18.16	\$17.23	30	\$0.95	Longevity pay averaging \$.55/hr included in Hourly Average, but not in minimum or maximum.
N	Child Welfare Caseworker 1, 2, 3	\$13.01	\$26.04	\$17.11	313	\$0.66	236 Caseworker 3's earn average rate of \$18.16. Licensure supplement not included in rates.
L	Family Case Manager 2	\$16.45	\$23.13	\$17.51	732	\$0.76	
A	Social Service Worker I, II Social Service Clinician I, II	\$14.91		\$17.59	1527		No maximum rate or steps. Employees generally get 5% annual longevity increase.
D	Child Welfare Caseworker 3	\$16.16	\$24.44	\$21.50	153	\$0.88	
J	Child Welfare Caseworker 1, 2, 3	\$14.45	\$22.15	\$18.90	169	\$0.85	109 Caseworker 3's earn average rate of \$20.39
E	Caseworker in Training Caseworker IA, IB, IIC, IIIA, IIIB, IIIC	\$14.67	\$24.08	\$19.25	167	\$0.80	7-level tier system, based on experience and education.
G	Child Welfare Caseworker	\$12.74	\$21.20				4% above step for MSW, 2% for related degree, 1.25% for license.
P	Caseworker 1, 2, 3	\$12.00	\$23.00	\$15.64	26	\$0.68	

Median*	\$14.50	\$23.07	\$17.55
Mean*	\$14.32	\$22.78	\$18.09

*Note: Median and Mean do not include Hamilton County rates.

Social Services Worker

Surveyed Agency	Classification Title	Hourly Minimum Rate	Hourly Maximum Rate	Hourly Average Rate	Number of Employees in Class	Average Rate / Maximum Rate	Comments
Hamilton County Job and Family Services	Social Services Worker	\$11.80	\$15.58	\$15.07	56	\$0.97	Average hourly rate includes the hourly equivalent of average annual bonus (\$615/yr or \$.30/hr).
M	Social Service Worker 1, 2	\$13.73	\$18.64	\$15.68	19	\$0.84	
C	Social Service Worker 2	\$12.59	\$15.60	\$14.37	9	\$0.92	Longevity payment averaging \$.49/hr included in Hourly Average, but not in minimum or maximum. BA degree preferred, not required.
O	Social Service Specialist 2, 3	\$12.59	\$18.02	\$12.90	7	\$0.72	
L	Human Service Consultant	\$16.45	\$23.13	\$17.51	129	\$0.76	
A	Social Service Worker I, II Social Service Consultant I, II	\$14.91		\$17.59			No maximum rate or steps. Employees generally get 5% annual longevity increase.
D	Social Service Worker 2	\$14.60	\$22.09	\$20.74	15	\$0.94	Position only requires Associate's degree. Does Day Care Licensing and other day care-related work. Also does Community Advocacy.
Q	Job and Family Services Specialist	\$14.27	\$17.61	\$16.58	35	\$0.94	
E	Daycare Worker	\$11.92	\$15.30	\$13.30	6	\$0.87	
B	Social Service Worker 2	\$12.16	\$13.81	\$14.21	5	\$1.03	Includes average hourly equivalent of longevity payment of \$.59.
K	Social Service Worker 1, 2	\$12.54	\$17.85				

Median*	\$13.16	\$17.85	\$15.68
Mean*	\$13.58	\$18.01	\$15.88

*Note: Median and Mean do not include Hamilton County rates.

Eligibility Technician

Surveyed Agency	Classification Title	Hourly Minimum Rate	Hourly Maximum Rate	Hourly Average Rate	Number of Employees in Class	Average Rate / Maximum Rate	Comments
Hamilton County Job and Family Services	Eligibility Technician	\$11.80	\$15.58	\$14.08	153	\$0.90	Hourly Average includes hourly equivalent of average annual bonus (\$575/yr or \$.28/hr).
M	Eligibility Referral Specialist 2	\$12.71	\$15.63	\$14.70	68	\$0.94	
C	Income Maintenance Worker 3	\$13.29	\$16.94	\$16.84	32	\$0.99	Longevity payment equates to \$.64/hr and is included in Hourly Average but not in minimum or maximum.
O	Job Opportunity Counselor	\$13.87	\$18.02	\$15.12	281	\$0.84	
L	Public Assistance Caseworker 5 Senior Public Assistance Caseworker 4	\$11.76	\$18.70	\$13.32	1086	\$0.71	The Caseworker 4 was originally intended to facilitate economic self sufficiency, but actually functions very much like the Caseworker 5. There are only 66 Caseworker 4s.
A	Family Support Specialist	\$11.20		\$15.43	1228		No maximum rate or steps. Employees generally get 5% annual longevity increase.
Q	Job and Family Services Specialist	\$14.27	\$17.61	\$16.58	104	\$0.94	
B	Eligibility Referral Specialist 2	\$12.78	\$14.43	\$14.71	82	\$1.02	Includes average hourly equivalent of longevity payment of \$0.34.
K	Eligibility Referral Specialist	\$12.54	\$17.85				

Median*	\$12.75	\$17.61	\$15.12
Mean*	\$12.80	\$17.03	\$15.24

*Note: Median and Mean do not include Hamilton County rates.

Child Support Technician

Surveyed Agency	Classification Title	Hourly Minimum Rate	Hourly Maximum Rate	Hourly Average Rate	Number of Employees in Class	Average Rate / Maximum Rate	Comments
Hamilton County Job and Family Services	Child Support Technician	\$11.80	\$15.58	\$13.97	150	\$0.90	Hourly Average includes hourly equivalent of average annual bonus (\$570/yr or \$.27/hr).
F	Investigator	\$12.31	\$15.93				
C	Investigator 2, 3	\$12.59	\$16.94	\$16.52	28	\$0.98	Longevity payment averaging \$.55/hr included in Hourly Average, but not in minimum or maximum.
O	Support Officer 1	\$12.54	\$16.30	\$13.70	95	\$0.84	
A	Family Support Specialist 1, 2, 3	\$11.20		\$15.43			
Q	Economic Support Specialist	\$12.78	\$14.94	\$13.61	36	\$0.91	
H	Investigator 1, 2, 3	\$10.74	\$16.37	\$12.81	34	\$0.78	Rates include 4 Investigator 3s who have a hourly average of \$14.32.

Median*	\$12.43	\$16.30	\$13.70
Mean*	\$12.03	\$16.10	\$14.41

*Note: Median and Mean do not include Hamilton County rates.

Adult Protective Service Worker

Surveyed Agency	Classification Title	Hourly Minimum Rate	Hourly Maximum Rate	Hourly Average Rate	Number of Employees in Class	Average Rate / Maximum Rate	Comments
Hamilton County Job and Family Services	Adult Protective Service Worker	\$13.91	\$18.36	\$17.42	13	\$0.95	Hourly Average includes hourly equivalent of average annual bonus (\$710/yr or \$.34/hr).
M	Social Service Worker 2	\$15.07	\$18.64	\$17.68	4	\$0.95	
O	Social Service Worker 3	\$17.98	\$23.38	\$18.95	45	\$0.81	Provides other adult services other than just adult protective services.
A	Social Service Worker I, II Social Service Worker I, II	\$14.91		\$17.59			No maximum rate or steps. Employees generally get 5% annual longevity increase.
Q	Social Service Worker 3	\$14.27	\$17.61	\$16.82	6	\$0.96	
B	Social Service Worker 3	\$12.78	\$14.43	\$14.60	3	\$1.01	Includes average hourly longevity payment of \$.17.

Median*	\$14.91	\$18.13	\$17.59
Mean*	\$15.00	\$18.52	\$17.13

*Note: Median and Mean do not include Hamilton County rates.

Program Technician

Surveyed Agency	Classification Title	Hourly Minimum Rate	Hourly Maximum Rate	Hourly Average Rate	Number of Employees in Class	Average Rate / Maximum Rate	Comments
Hamilton County Job and Family Services	Program Technician	\$11.01	\$14.55	\$13.76	22	\$0.95	Hourly Average includes \$13.76 hourly equivalent of average annual bonus (\$561/yr or \$.27/hr).
C	Income Maintenance Worker 2	\$12.59	\$15.50	\$13.51	2	\$0.87	Longevity payment averaging \$.38/hr is included in Hourly Average, but not in minimum or maximum.
D	Account Clerk 2	\$12.40	\$18.75	\$19.10	4	\$1.02	Working title is Entitlement Program Facilitator dealing with SSI, Teacher Retirement, Adoption Subsidy, etc. The average rate is above the maximum because some employees are "restricted."
B	Social Service Worker 3	\$12.78	\$14.43	\$13.85	3	\$0.96	Includes average hourly equivalent of longevity payment of \$.06.

Median*	\$12.59	\$15.50	\$13.85
Mean*	\$12.59	\$16.23	\$15.49

*Note: Median and Mean do not include Hamilton County rates.

Family Services Aide

Surveyed Agency	Classification Title	Hourly Minimum Rate	Hourly Maximum Rate	Hourly Average Rate	Number of Employees in Class	Average Rate / Maximum Rate	Comments
Hamilton County Job and Family Services	Family Services Aide	\$10.06	\$12.88	\$12.46	21	\$0.97	Hourly Average includes hourly equivalent of average annual bonus (\$508/yr or \$.24/hr).
N	Community Service Worker	\$11.52	\$18.97	\$14.89	22	\$0.78	
O	Social Service Aide 2	\$12.71	\$12.71	\$12.96	2	\$1.02	This classification has a flat rate. No explanation for why the average rate is a few cents higher.
L	Homemaker 3	\$10.33	\$13.25	\$11.27	40	\$0.85	
A	Social Service Aide 1, 2, 3	\$9.26		\$14.72			No maximum rate or steps. Employees generally get 5% annual longevity increase.
J	Caseworker 2	\$12.56	\$16.87	\$14.79		\$0.88	
E	Social Service Aide	\$11.92	\$14.62	\$13.27	24	\$0.91	
G	Case Aide	\$8.89	\$11.92				1.25% above step if one has Associate's degree.
B	Unit Support Worker 3	\$10.39	\$11.60	\$11.92	17	\$1.03	Includes average hourly longevity payment of \$.32.
P	Case Aide	\$10.00	\$17.00	\$14.60	1	\$0.86	

Median*	\$10.39	\$13.94	\$13.94
Mean*	\$10.84	\$14.62	\$13.55

*Note: Median and Mean do not include Hamilton County rates.

Word Processing Specialist

Surveyed Agency	Classification Title	Hourly Minimum Rate	Hourly Maximum Rate	Hourly Average Rate	Number of Employees in Class	Average Rate / Maximum Rate	Comments
Hamilton County Job and Family Services	Word Processing Specialist	\$10.68	\$13.66	\$12.93	23	\$0.95	Hourly Average includes hourly equivalent of average annual bonus (\$527/yr or \$.25/hr).
F	Secretary	\$10.85	\$14.47				
M	Clerical Specialist 3	\$11.20	\$13.13	\$13.06	6	\$0.99	
C	Clerical Specialist	\$11.34	\$13.67	\$13.42	19	\$0.98	Longevity payment averaging \$.36/hr is included in Hourly Average, but not in minimum or maximum.
O	Typist 1	\$9.67	\$10.98	\$10.00	1	\$0.91	
N	Data Entry Operator 2	\$10.66	\$17.53	\$12.50	33	\$0.71	
L	Secretary 3	\$9.33	\$12.91	\$11.33	278	\$0.88	
A	Secretary 1, 2, 3	\$7.65		\$13.63			No maximum rate or steps. Employees generally get 5% annual longevity increase.
D	Word Processing Specialist 1	\$10.89	\$16.47	\$14.56	11	\$0.88	
J	Technical Typist	\$11.96	\$16.07	\$14.79	15	\$0.92	
Q	Word Processing Specialist 2	\$12.78	\$14.94	\$15.23	7	\$1.02	The hourly average is higher than the hourly maximum because some employees were pay protected when moved from another class.
E	Typist and Clerk Specialist	\$11.84	\$14.57	\$13.35	38	\$0.92	Duties of both classes overlap with Office Support Specialist.
G	Typist	\$8.89	\$11.92				1.25% above step if one has Associate's degree.
B	Clerical Specialist 3	\$10.39	\$11.60	\$12.03	9	\$1.04	Includes average hourly longevity payment of \$.43.

Median*	\$10.85	\$14.07	\$13.35
Mean*	\$10.57	\$14.02	\$13.08

*Note: Median and Mean do not include Hamilton County rates.

Office Support Specialist

Surveyed Agency	Classification Title	Hourly Minimum Rate	Hourly Maximum Rate	Hourly Average Rate	Number of Employees in Class	Average Rate / Maximum Rate	Comments
Hamilton County Job and Family Services	Office Support Specialist	\$10.06	\$12.88	\$11.78	77	\$0.91	Hourly Average includes hourly equivalent of average annual bonus (\$480/yr or \$.23/hr).
F	Clerk	\$9.60	\$13.21				
M	Unit Support Worker 2	\$11.02	\$12.49	\$12.20	21	\$0.98	
C	IM Aide 2	\$11.15	\$13.10	\$12.53	4	\$0.96	Longevity payment averaging \$.56/hr is included in Hourly Average, but not in minimum or maximum.
O	Clerk 2	\$9.67	\$11.77	\$10.28	2	\$0.87	
L	Clerical Assistant 4	\$9.33	\$12.91	\$10.63	541	\$0.82	
A	Administrative Specialist 1, 2, 3	\$9.26					
J	Secretary 1	\$13.18	\$17.72	\$16.75	11	\$0.95	
Q	Clerical Specialist	\$12.17	\$14.27	\$14.36	3	\$1.01	
G	Clerk	\$8.89	\$11.92				1.25% above step if one has Associate's degree.
B	Clerical Specialist 1	\$10.00	\$11.19	\$11.57	6	\$1.03	Includes average hourly longevity payment of \$0.38.

Median*	\$9.84	\$12.91	\$12.20
Mean*	\$10.43	\$13.18	\$12.62

*Note: Median and Mean do not include Hamilton County rates.

Attachment 2 – Historical Pay Rate Data

Children's Services Worker Historical Pay Rates

Children's Services Worker	1996 Min Rate	1996 Max Rate	% Spread	2004 Min Rate	2004 Max Rate	% Spread	Real % Increase	1996 to 2004 % Increase of Min Rate	1996 to 2004 % inc of Max Rate	2004 Average Rate	Percent of 2004 Average Rate above 2004 Min
Hamilton (CSW 9-12 without bonus)	\$10.65	\$13.16	23.57%	\$13.91	\$23.05	65.71%	116.43%	30.61%	75.15%	\$17.23	23.87%
Hamilton (CSW 9-12 with bonus)	\$10.65	\$13.16	23.57%	\$13.91	\$23.40	68.22%	119.72%	30.61%	77.81%	\$17.58	26.38%
Hamilton (CSW 9 only without bonus)	\$10.65	\$13.16	23.57%	\$13.91	\$18.36	31.99%	72.39%	30.61%	39.51%	\$16.59	19.27%
Hamilton (CSW 9 only with bonus)	\$10.65	\$13.16	23.57%	\$13.91	\$18.70	34.44%	75.59%	30.61%	42.10%	\$16.93	21.71%
J	\$11.18	\$17.14	53.31%	\$14.45	\$22.15	53.29%	98.12%	29.25%	29.23%	\$18.90	30.80%
N*	\$10.55	\$21.13	100.28%	\$13.01	\$26.04	100.15%	146.82%	23.32%	23.24%	\$17.11	31.51%
P	\$11.06	\$18.28	65.28%	\$12.00	\$23.00	91.67%	107.96%	8.50%	25.82%	\$15.64	30.33%
D	\$13.41	\$20.23	50.86%	\$16.16	\$24.44	51.24%	82.25%	20.51%	20.81%	\$21.50	33.04%
G**	\$9.42	\$19.73	109.45%	\$12.74	\$21.20	66.41%	125.05%	35.24%	7.45%		
L	\$13.43	\$19.84	47.73%	\$16.45	\$23.13	40.61%	72.23%	22.49%	16.58%	\$17.51	6.44%
A	\$8.78			\$14.91				69.82%		\$17.59	17.97%
E	\$11.93	\$19.59	64.21%	\$14.67	\$24.08	64.14%	101.84%	22.97%	22.92%	\$19.25	31.22%
AVERAGE***	\$11.22	\$19.42	70.16%	\$14.30	\$23.43	66.79%	104.90%	29.01%	20.86%	\$18.21	25.90%
MEDIAN***	\$11.12	\$19.73	64.21%	\$14.56	\$23.13	64.14%	101.84%	23.14%	22.92%	\$17.59	30.80%

*Licensure rate not included.

**4% for MSW and 1.25% for Licensure not included. County "G" revamped their pay structure in 2003 because they found their minimums were too low and maximums too high.

***Average and Median do not include Hamilton County rates.

County "C" is not included in this chart because they did not provide any rates for 1996. Therefore, Mean (Average) and Median rates may differ between Appendix 1 and Appendix 2.

Social Service Worker Historical Pay Rates

Social Service Worker	1996 Min Rate	1996 Max Rate	% Spread	2004 Min Rate	2004 Max Rate	% Spread	Real % Increase	1996 to 2004 % Increase of Min Rate	1996 to 2004 % inc of Max Rate	2004 Average Rate	Percent of 2004 Average Rate above 2004 Min
Hamilton (w/o bonus)	\$9.51	\$11.75	23.55%	\$11.80	\$15.58	32.03%	63.83%	24.08%	32.60%	\$14.77	25.17%
Hamilton (with bonus)	\$9.51	\$11.75	23.55%	\$11.80	\$15.88	34.58%	66.98%	24.08%	35.15%	\$15.07	27.71%
L	\$13.43	\$19.84	47.73%	\$16.45	\$23.13	40.61%	72.23%	22.49%	16.58%	\$17.51	6.44%
M	\$10.38	\$12.54	20.81%	\$13.73	\$18.64	35.76%	79.58%	32.27%	48.64%	\$15.68	14.20%
D	\$12.12	\$18.27	50.74%	\$14.60	\$22.09	51.30%	82.26%	20.46%	20.91%	\$20.74	42.05%
O	\$9.85	\$10.43	5.89%	\$12.59	\$18.02	43.13%	82.94%	27.82%	72.77%	\$12.90	2.46%
Q	\$11.49	\$14.18	23.41%	\$14.27	\$17.61	23.41%	53.26%	24.19%	24.19%	\$16.58	16.19%
B	\$9.15	\$10.01	9.40%	\$12.16	\$13.81	13.57%	50.93%	32.90%	37.96%	\$14.21	16.86%
A	\$8.78			\$14.91				69.82%		\$17.59	17.97%
E	\$9.70	\$13.80	42.27%	\$11.92	\$15.30	28.36%	57.73%	22.89%	10.87%	\$13.30	11.58%
AVERAGE*	\$10.61	\$14.15	28.61%	\$13.83	\$18.37	33.73%	68.42%	31.60%	33.13%	\$16.06	15.97%
MEDIAN*	\$10.12	\$13.80	23.41%	\$14.00	\$18.02	35.76%	72.23%	26.01%	24.19%	\$16.13	15.20%

*Average and Median do not include Hamilton County rates.

Eligibility Technician Historical Pay Rates

Eligibility Technician	1996 Min Rate	1996 Max Rate	% Spread	2004 Min Rate	2004 Max Rate	% Spread	Real % Increase	1996 to 2004 % Increase of Min Rate	1996 to 2004 % inc of Max Rate	2004 Average Rate	Percent of 2004 Average Rate above 2004 Min
Hamilton (w/o bonus)	\$9.51	\$11.75	23.55%	\$11.80	\$15.58	32.03%	63.83%	24.08%	32.60%	\$13.80	16.95%
Hamilton (with bonus)	\$9.51	\$11.75	23.55%	\$11.80	\$15.86	34.41%	66.77%	24.08%	34.98%	\$14.08	19.32%
O	\$10.43	\$10.43	0.00%	\$13.87	\$18.02	29.92%	72.77%	32.98%	72.77%	\$15.12	9.01%
M	\$10.38	\$12.54	20.81%	\$12.71	\$15.63	22.97%	50.58%	22.45%	24.64%	\$14.70	15.66%
Q	\$11.49	\$14.18	23.41%	\$14.27	\$17.61	23.41%	53.26%	24.19%	24.19%	\$16.58	16.19%
B	\$9.65	\$10.61	9.95%	\$12.78	\$14.43	12.91%	49.53%	32.44%	36.00%	\$14.71	15.10%
L	\$10.43	\$15.57	49.28%	\$11.76	\$18.70	59.01%	79.29%	12.75%	20.10%	\$13.32	13.27%
A	\$8.34			\$11.20				34.29%		\$15.43	37.77%
AVERAGE*	\$10.12	\$12.67	20.69%	\$12.77	\$16.88	29.64%	61.09%	26.52%	35.54%	\$14.98	17.83%
MEDIAN*	\$10.41	\$12.54	20.81%	\$12.75	\$17.61	23.41%	53.26%	28.32%	24.64%	\$14.92	15.38%

*Average and Median do not include Hamilton County rates.

Child Support Technician Historical Pay Rates

Child Support Technician	1996 Min Rate	1996 Max Rate	% Spread	2004 Min Rate	2004 Max Rate	% Spread	Real % Increase	1996 to 2004 % Increase of Min Rate	1996 to 2004 % inc of Max Rate	2004 Average Rate	Percent of 2004 Average Rate above 2004 Min
Hamilton (w/o bonus)	\$9.51	\$11.75	23.55%	\$11.80	\$15.58	32.03%	63.83%	24.08%	32.60%	\$13.70	16.10%
Hamilton (with bonus)	\$9.51	\$11.75	23.55%	\$11.80	\$15.85	34.32%	66.67%	24.08%	34.89%	\$13.97	18.39%
O	\$10.21	\$10.21	0.00%	\$12.54	\$16.30	29.98%	59.65%	22.82%	59.65%	\$13.70	9.25%
F	\$9.62	\$12.36	28.48%	\$12.31	\$15.93	29.41%	65.59%	27.96%	28.88%		
A	\$8.34			\$11.20				34.29%		\$15.43	37.77%
AVERAGE*	\$9.39	\$11.29	14.24%	\$12.02	\$16.12	29.70%	62.62%	28.36%	44.27%	\$14.57	23.51%
MEDIAN*	\$9.62	\$11.29	14.24%	\$12.31	\$16.12	29.70%	62.62%	27.96%	44.27%	\$14.57	23.51%

*Average and Median do not include Hamilton County rates.

Attachment 3 – Job Classification Analysis

This Attachment contains a detailed analysis of the four major client-service classifications that were the focus of the historical analysis of the impact of the Pay for Performance system.

Children's Services Worker

Nine respondents provided current salary information for classifications considered to be comparable to the Children's Services Worker classification series. Significant findings were:

- JFS's current entry rate, \$13.91 is slightly below the mean and median minimum rate (\$14.32 and \$14.50 respectively) reported by the survey respondents.
- The JFS maximum rate, \$23.05 is virtually identical to the average maximum rate of \$23.07. However, to achieve the maximum rate, an employee must be at the highest level in the tier system, which requires a Masters degree and licensure, in addition to specific experience. In eight of the nine responding agencies, employees can reach the maximum of the range without advanced degrees or licensure, and in three of those agencies, premiums above the maximum rate are available based on longevity, licensure, and advanced degrees.
- JFS's Children's Services Workers earned an average rate of \$17.58, which reflects the hourly equivalent (\$.35) of the bonus payments made during the year. With the bonus payment included, the average rate was 97% of the average of the average rates reported by the responding agencies, and virtually identical to the median rate (see Tables 1 and 2). Without the bonus payments, JFS would be at approximately 95% of the average of the averages.
- The average of the average rates is somewhat inflated by the very high average rates reported by Lucas, Summit, and Montgomery counties. (The Summit county rate is expected to be 3 to 4 % higher than reported as soon as an arbitrator's decision, with a retroactive effective date of April 1, 2003, is released.)

Eight respondents provided at least partial information regarding pay rates in effect on July 1, 1996. Establishing base line rates in 1996 is important because JFS implemented the Pay for Performance system in 1997 and the Tier System for Children's Services Workers in 1999.

- In 1996, the maximum rate for the classification was only 68% of the average.

- JFS's maximum rate for the classification increased by 75% between 1996 and 2004, compared to an average of a 21% increase reported by survey respondents. The increase for only the 9 level in the classification series (the level of an experienced caseworker without licensure or a Masters degree, and the highest level attainable before the implementation of the Tier system) during the same time period was approximately 40%. The introduction of the Tier System and the realignment of pay to better reflect market conditions explain the relatively large increase in the maximum rate.

Agency-Specific Observations

- Franklin county, with a 20% larger child welfare operation, has 75% of its employees at the highest level of its classification series, earning an average rate of \$18.16, or 70% of the maximum possible rate. Franklin County's maximum rate is the highest reported in the survey, and is nearly \$3.00 per hour higher than Hamilton's. A licensure supplement is available, but not included in the average or maximum rates stated here. In Hamilton County, 78% of the child welfare workers are at the lowest level (9 level) of the tier system, unable to earn the maximum rate of the series without earning a Masters Degree and/or licensure, in addition to experience. They earn an average of \$16.59, including the hourly equivalent of the average bonus, which is 72% of the classification series maximum, and 90% of 9-level maximum. The fact that Franklin county employees earn on average 70% of the maximum while Hamilton's employees earn 90% of the maximum of the 9 level (the highest attainable level without receiving additional credentials) suggests that turnover in Franklin is higher than in Hamilton.
- In Lucas County, with a child welfare operation about 60% of the size of Hamilton, employees earn an hourly average more than 20% higher. The maximum rate is 6% higher. The average hourly rate in Lucas County is 88% of the maximum, compared to 76% in Hamilton, reflecting the fact that attaining the maximum rate in Lucas does not require licensure or an advanced degree. Turnover could also be lower in Lucas.
- Summit County has a 7-level tier system somewhat comparable to Hamilton's, where movement to the higher levels is based on education and experience. Summit has about two-thirds the number of caseworkers as Hamilton, with an average hourly rate about 10% higher and a maximum rate about 4% higher. (Rates in Summit are expected to increase by 3% to 4% as a result of an impending arbitration decision).
- Montgomery County, also about 2/3 the size of Hamilton, has a maximum rate about 4% lower although the average rate paid is about 5% higher. About 64% of the caseworkers are in the highest level in the classification series and earn an average rate of \$20.39, which is over 90% of the maximum rate. A probable explanation is that turnover is lower in Montgomery than in Hamilton.

Social Services Worker

Ten respondents provided current salary information for classifications they considered to be comparable to the Social Services Worker (SSW) classification. However, there is some reason to question how close the comparison really is.

- Hamilton has specialized the day care program responsibilities with the Social Services Worker, and has 56 employees in the classification. Most of the other metropolitan county agencies identified relatively few employees performing comparable functions within a specific classification (e.g., Lucas reported 19, Summit reported 6, and Franklin reported 7).
- Hamilton requires a BA degree for this classification, but some other respondents do not. Although most respondents did not provide information regarding minimum classification requirements, both Clermont and Lucas counties provided information specifying that they require only an associate's degree.
- Of the six Ohio agencies providing salary data for both the Social Services Worker and Eligibility Technician classifications, three of them use the same maximum rate for both classifications and two of them set the maximum rate lower for the SSW. Hamilton uses the same pay range for both classifications although a BA degree is required for the SSW, but not the Eligibility Technician.
- The two state-level respondents (Kentucky and Indiana) use the same pay range for both the Social Services Worker and Children's Services Worker classifications. In fact, Kentucky uses the same classification for both.
- All of the Ohio counties use a lower pay range for the SSW than for the Children's Services Worker.
- The survey respondents reported a range in the maximum rates from a low of \$13.81 in Trumbull County to a high of \$23.13 for the state of Indiana.
- Hamilton's average hourly rate is 97% of the maximum rate for the pay ranges, which suggests very low turnover in this classification.

Eligibility Technician

Eight respondents provided current survey information for classifications they considered to be comparable to the Eligibility Technician. We believe that the comparisons to be reasonably good ones.

- Although most of the respondents did not provide information regarding minimum requirements, none of them provided information specifically stating that an educational level beyond the associate's degree was required.
- Based on the job titles reported, and the few position descriptions provided, it appears that the responsibility to determine financial eligibility for public assistance programs is basic to all of the jobs reported. In addition, some of the respondents indicated that job counseling and case management services have been added to the basic eligibility determination functions.
- Hamilton's average hourly rate of \$14.08 is below the average of the averages (\$15.24) and the median of the average rates of (\$15.12).
- Hamilton's maximum rate for the classification (\$15.58) is well below the mean and median maximum rates of \$17.03 and \$17.61 respectively.
- The survey respondents reported a rather narrow range of average hourly rates with a low of \$13.32 to a high of \$16.84.

Six agencies provided at least partial information regarding pay rates in effect on July 1, 1996, thus establishing baseline information for evaluating the impact that the PFP system has had on the overall pay structure.

- Between July 1, 1996 and February 15, 2004, the pay range maximum increased by 35%, including both the impact of merit pay and the value of the average annual bonus. The average increase of the responding agencies was 36% and the median of the increases was 25%. The median increase is probably the better comparison because the average is skewed by the very large increase in Franklin County. (Franklin's large increase is attributable to the fact that the minimum and maximum rates were the same in 1996.) However, the amount of the Hamilton increase is more likely the result of a labor market adjustment than the result of PFP. Hamilton's maximum rate in 1996 was well below the average.

- Hamilton's Real Percentage Increase between 1996 and 2004 was 67% including the impact of merit pay and the value of the average annual bonus. The median and average increases were 53% and 61% respectively. Although Hamilton's increase in the RPI was slightly above the average, their minimum rate in 1996 was the lowest of the Ohio counties that responded.

Child Support Technician

Six agencies provided responses for the Child Support Technician classification.

- Hamilton's average hourly pay is at 97% of the average of the average rates paid by other agencies, but 102% of the median of the average rates.
- Hamilton's average hourly rate is very close to the rates paid by Montgomery County and Franklin County. The rates paid by Clermont County and the State of Kentucky are significantly higher than the others. Kentucky does not have a maximum rate and generally gives a 5% longevity increase annually, suggesting that tenure in the position is high. It should also be noted that Kentucky uses the same classification for employees performing both the child support and the cash assistance program functions, so it was not possible to distinguish the average rates for those performing the two different jobs.
- Clermont's average hourly rate is more than \$2.50 per hour higher than Hamilton's. Clermont employees are paid at 98% of the maximum, suggesting very low turnover, coupled with the fact that Clermont's maximum rate is one of the highest reported.
- Hamilton's maximum rate is about 98% (including the average hourly value of the bonus) of the average of the maximum rates paid by the other agencies. It should be noted, however, that Kentucky does not set a maximum rate of pay, and Warren County reports a maximum rate of \$16.37, but an average rate of \$12.81. The anomaly in Warren can be explained by the fact that only four of the 34 employees in the three-level class series are at the highest level, earning an average hourly rate of \$14.32. When specifically questioned, Warren stated that these four employees are not lead workers or senior workers, but simply the most experienced. Progression to the highest level is not automatic. In our opinion, the best comparisons are with Franklin and Montgomery Counties, and the Hamilton maximum rate is midway between the two.
- Only three agencies reported data that could be used in the historic analysis, and even then, Kentucky did not report maximum rates. Because Franklin did not have a maximum rate in 1996, the only comparison that can be made in terms of the impact of PFP on the maximum pay rate is with Butler County. Between 1996 and 2004, Butler's maximum rate increased by 29% compared to an increase of 33% to 35% in Hamilton. The RPI can be calculated for both Franklin and Butler, and the average RPI of the two counties is 63% compared to Hamilton's RPI of 64% to 67% (without and with the inclusion of the average value of the annual bonus).